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MEMORANDUM FOR: Survey Participants

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FROM :

Director of Personnel Policy, Planning, and Management

SUBJECT : Performance Appraisal Attitudes Survey

This Office's Personnel Management Evaluation Staff has the responsibility for evaluating the effectiveness of our new Performance Appraisal (PA) system, which was officially introduced on 1 October 1979. An important part of our evaluation effort includes the use of the attached survey. An appropriate sampling of employees at each grade level is being asked to give their opinions on various facets of the performance appraisal process. Our evaluation plan is a lengthy one since we wish to study the entire year's cycle of Performance Appraisal Reports before submitting our final report in the summer of 1981.

Your name was chosen at random. That is to say you were selected by chance so we could be sure that the employees surveyed are representative. Although the questionnaire was mailed directly to you, there is no way to identify who fills it out. In fact, in order to maintain complete anonymity, we are asking that you not sign the completed questionnaire. Your responses are of great interest to us and will play an important part in the final report we submit to top management. These same responses will then, in turn, have a significant bearing on future efforts at improving our PA system, as well as our personnel management program.

I would like to express my appreciation in advance for your participation in this important effort.

Att: as stated

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PERFORMANCE APPRAISAL ATTITUDES SURVEY

This survey is designed to assist the organization in evaluating the Performance Appraisal System which was initiated in October 1979. There are questions for both supervisory and nonsupervisory personnel. All answers to this questionnaire will be held in the strictest confidence and no attempt will be made to identify individual respondents. Only group data will be analyzed.

If for any reason you have not yet been rated on the new Performance Appraisal Report, please briefly explain the circumstances and return the survey unanswered.

PLEASE NOTE: Do not write your name on the survey booklet. Return the booklet in the enclosed envelope within five (5) working days.

Thank you for your cooperation.

PART I - TO BE COMPLETED BY ALL PARTICIPANTS IN SURVEY

Please answer each question by circling the appropriate response number.

1. How long have you worked for the organization?
 1. Less than 2 years
 2. 2 to 4 years
 3. 5 to 10 years
 4. 11 to 20 years
 5. More than 20 years
2. How long have you been in your present job?
 1. Less than 1 year
 2. 1 to 2 years
 3. 2 to 3 years
 4. 3 to 5 years
 5. More than 5 years
3. What is your current GS pay grade?
 1. GS-6 and below
 2. GS-7 or GS-8
 3. GS-9 or GS-10
 4. GS-11 or GS-12
 5. GS-13 through GS-15
 6. SIS member
 7. Belong to another pay category
4. What is your highest level of education?
 1. Less than high school graduate
 2. High school graduate
 3. Attended technical, vocational or business school
 4. Bachelors degree
 5. Advanced degree
5. What is your Directorate Career Service designation?
 1. M
 2. I
 3. R
 4. D
 5. E
 6. Don't know

6. What is your sex?
 1. Male
 2. Female
7. What is your age?
 1. Less than 25
 2. 25 to 34
 3. 35 to 44
 4. 45 and above
8. Have you had the opportunity to read the Performance Appraisal Handbook (PAR)?
9. Did you make use of the section #4 in the PAR which provides you with the option to make comments?
 1. Yes
 2. No
10. If you answered "no" to Question 9, which of the following best represents your reason for not using section #4?
 1. Assumed that if I got a good report and agreed with everything in it I was not expected to offer comments.
 2. Had nothing in particular that I wanted to say.
 3. Was not sure what I was supposed to comment about.
 4. Was concerned that if I said something it might be misunderstood.
 5. Was concerned that the critical remarks I wanted to make would create problems for me.
 6. Not Applicable - I answered "yes" to Question 9.
11. The new performance appraisal system is an improvement over the former "Fitness Report."
 1. Strongly agree
 2. Agree
 3. Undecided
 4. Disagree
 5. Strongly disagree

12. The Advance Work Plan (AWP) which establishes goals and priorities that my supervisor and I decide together is useful.
 1. Strongly agree
 2. Agree
 3. Undecided
 4. Disagree
 5. Strongly disagree
13. I participated in the preparation of my AWP.
 1. To a great extent
 2. To a moderate extent
 3. To a slight extent
 4. Not at all
 5. I do not have an AWP
14. I believe the AWP will help to improve the accuracy of my performance appraisal ratings.
 1. Strongly agree
 2. Agree
 3. Undecided
 4. Disagree
 5. Strongly disagree
15. I believe the evaluation of my potential is fair and accurate.
 1. Strongly agree
 2. Agree
 3. Undecided
 4. Disagree
 5. Strongly disagree
16. The section on the evaluation of potential is useful as feedback information.
 1. Strongly agree
 2. Agree
 3. Undecided
 4. Disagree
 5. Strongly disagree

17. I feel that the new performance appraisal system yields an accurate assessment of my performance.
 1. Strongly agree
 2. Agree
 3. Undecided
 4. Disagree
 5. Strongly disagree
18. Are you satisfied with the new performance appraisal system?
 1. Yes
 2. Undecided
 3. No
19. Would you prefer a different performance appraisal system?
 1. Yes
 2. No
 3. Undecided
20. Are you satisfied with the amount of information that your supervisor gives you about how well you are performing your job?
 1. Yes
 2. Somewhat
 3. No
21. Do you receive this information throughout the year as well as on an annual basis?
 1. Yes
 2. No
22. Do you feel that you know what is expected of you on your job?
 1. To a great extent
 2. To a moderate extent
 3. To a slight extent
 4. Not at all

23. Do you believe that the person who determines your performance ratings should be held accountable for his/her ratings?
1. To a great extent
 2. To a moderate extent
 3. To a slight extent
 4. Not at all
 5. Don't know
24. I believe my performance rating is based on total job performance and not just a few aspects of the job.
1. Strongly agree
 2. Agree
 3. Undecided
 4. Disagree
 5. Strongly disagree
25. Should an employee who is dissatisfied with his/her performance rating be permitted to appeal the rating?
1. Yes
 2. No
 3. Not sure
26. To what extent do you believe that your performance appraisal rating should determine the comparative evaluation standings made by your career board/panel?
1. To a great extent
 2. To a moderate extent
 3. To a slight extent
 4. Not at all
 5. Don't know
27. To what extent do you believe that comparative evaluation panels should use information other than your work performance record to judge your ability to assume higher level responsibilities?
1. To a great extent
 2. To a moderate extent
 3. To a slight extent
 4. Not at all
 5. Don't know

28. Performance ratings are accurate.
1. Strongly agree
 2. Agree
 3. Undecided
 4. Disagree
 5. Strongly disagree
29. Do you believe that supervisors give their subordinates higher ratings than they deserve?
1. To a great extent
 2. To a moderate extent
 3. To a slight extent
 4. Not at all
 5. Don't know
30. Do you believe that supervisors give their subordinates lower ratings than they deserve?
1. To a great extent
 2. To a moderate extent
 3. To a slight extent
 4. Not at all
 5. Don't know
31. Do you believe that an improvement in your performance on the job would lead to a higher performance rating?
1. Strongly agree
 2. Agree
 3. Undecided
 4. Disagree
 5. Strongly disagree
32. Are your performance ratings consistent with what your supervisor leads you to believe he/she thinks of your performance on a day-to-day basis?
1. To a great extent
 2. To a moderate extent
 3. To a slight extent
 4. Not at all
 5. Don't know

33. Does your supervisor indicate how well you are doing on a day-to-day basis?
1. To a great extent
 2. To a moderate extent
 3. To a slight extent
 4. Not at all
 5. Don't know
34. I feel that training on performance appraisal would improve the overall effectiveness of the appraisal process.
1. Strongly agree
 2. Agree
 3. Undecided
 4. Disagree
 5. Strongly disagree
35. My supervisor lets subordinates know what is expected of them.
1. Strongly agree
 2. Agree
 3. Undecided
 4. Disagree
 5. Strongly disagree
36. My supervisor is approachable and communicative.
1. Strongly agree
 2. Agree
 3. Undecided
 4. Disagree
 5. Strongly disagree
37. My supervisor's attitudes concerning my job performance are made clear to me.
1. Strongly agree
 2. Agree
 3. Undecided
 4. Disagree
 5. Strongly disagree

38. My supervisor treats all subordinates fairly.

1. Strongly agree
2. Agree
3. Undecided
4. Disagree
5. Strongly disagree

39. My supervisor is willing to make changes.

1. Strongly agree
2. Agree
3. Undecided
4. Disagree
5. Strongly disagree

40. My supervisor maintains definite standards of performance.

1. Strongly agree
2. Agree
3. Undecided
4. Disagree
5. Strongly disagree

41. My supervisor refuses to explain his/her actions as they relate to me.

1. Strongly agree
2. Agree
3. Undecided
4. Disagree
5. Strongly disagree

IF YOU ARE NOT A RATER, SKIP TO SECTION III

PART II - To be answered only by those who have prepared a Performance Appraisal Report on another employee.

Circle the response number of your choice

42. How many years experience have you had in preparing Performance Appraisals and Fitness Reports on employees of this organization?

1. Less than 2 years
2. 2 to 4 years
3. 5 to 10 years
4. 11 to 20 years
5. More than 20 years

43. Have you attended a formal briefing or workshop on PAR?
1. Yes
 2. No
44. How many employees do you currently prepare PARs for?
1. 1 to 3
 2. 4 to 6
 3. 7 to 15
 4. 16 to 25
 5. 26 or more
45. Do you use the Worksheet (Form 45W) to prepare your Performance Appraisals?
1. Yes
 2. No
46. What percentage of your immediate subordinates would you rate at the highest one or two levels of performance?
1. 20% or less
 2. 21 to 40%
 3. 41 to 60%
 4. 61 to 80%
 5. 81 to 100%
47. What percentage of your immediate subordinates would you rate at the lowest one or two levels of performances?
1. 20% or less
 2. 21 to 40%
 3. 41 to 60%
 4. 61 to 80%
 5. 81 to 100%
48. To what extent do you as a rater have difficulty in completing the "Evaluation of Performance" of the employees you rate?
1. To a great extent
 2. To a moderate extent
 3. To a slight extent
 4. Not at all

49. To what extent does your supervisor consider your appraisal of your subordinates to be a critical element of your job?
1. To a great extent
 2. To a moderate extent
 3. To a slight extent
 4. Not at all
 5. Don't know
50. To what extent do you believe that the typical supervisor would give lenient ratings in order to avoid confrontations with his/her subordinates?
1. To a great extent
 2. To a moderate extent
 3. To a slight extent
 4. Not at all
 5. Don't know
51. Do you feel you have sufficient time in your work schedule to properly evaluate the performance of your subordinates?
1. Yes
 2. No

PART III - FOR ALL SURVEY PARTICIPANTS

Any comments? Please write any thoughts or feelings you have about the new performance appraisal system in the space below.